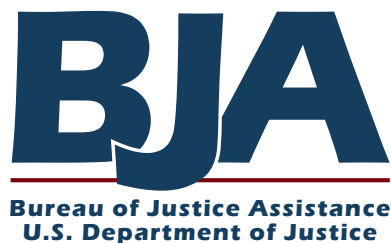


# VOLUNTEER PROGRAMS

Enhancing Public Safety by Leveraging Resources

---

*A Resource Guide for Law Enforcement Agencies*



*This project was supported by Grant No. 2008-DD-BX-0671 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime. Points of view or opinions in this document are those of the author and do not represent the official position or policies of the United States Department of Justice.*

# Table of Contents

*Acknowledgements*

*Executive Summary*

***Part I: Establishing or Enhancing a Volunteer Program***

Section 1: Introduction	1
Section 2: The Current State of Volunteerism	4
Section 3: Building Program Infrastructure	7
Section 4: Recruitment	16
Section: 5 Selection and Management	19
Section 6: Training	23
Section 7: Recognition	27
Section 8: Assessment	31
Section 9: Organizations and Resources	33

***Part II: Profiles of Volunteer Programs***

Benicia, California, Police Department	44
Delray Beach, Florida, Police Department	44
Richardson, TX, Police Department	45
Denver, Colorado, Police Department	45
Eugene, Oregon, Police Department	46
Pasadena, California, Police Department	46
Long Beach, California, Police Department	47
Anaheim, California, Police Department	47
Los Angeles County, California, Sheriff's Department	48
Clearwater, Florida, Police Department	48
Palm Beach, Florida, Police Department	49
Independence, Missouri, Police Department	49
Billings, Montana, Police Department	50
Rochester, New York, Police Department	50
Westerville, Ohio, Police Department	51
York, Pennsylvania, Police Department	51
Abington Township, Pennsylvania, Police Department	52
Leesburg, Virginia, Police Department	52

# Acknowledgements

Funding and support for *Volunteer Programs: Enhancing Public Safety by Leveraging Resources* came from the Bureau of Justice Assistance (BJA) within the Office of Justice Programs, U.S. Department of Justice. We are grateful to BJA's acting director James H. Burch, II and former director, Domingo S. Herraiz, for their support of the Volunteers in Police Service (VIPS) Program.

We would also like to acknowledge the support and partnership of Serve.gov and the Office of Citizen Corps, U.S. Department of Homeland Security.

We are indebted to the leadership, employees, and volunteers from the registered VIPS Programs we visited to produce this guide. We also benefited from the sage guidance of the VIPS Program Advisory Committee and all of the law enforcement volunteer programs registered with VIPS. Their ideas, experiences, and input have helped to shape this guide.

# Executive Summary

The demands on law enforcement have never been greater than they are today. In the post-September 11 world, agencies are struggling to protect their communities from the threat of global terrorism. Law enforcement faces increasingly sophisticated challenges from computer crime, identity theft, narcotics trafficking, and other crimes. All these efforts take place against a backdrop of shrinking budgets and limited resources.

Yet there is one thing law enforcement agencies can do to leverage existing resources and at the same time enhance public safety. Volunteer programs allow agencies and officers to focus on policing and enforcement functions by providing supplemental and/or support services. At the same time, such programs create valuable ties between law enforcement and members of the community.

*Volunteer Programs: Enhancing Public Safety by Leveraging Resources* is a resource guide for chiefs of police, sheriffs, and other executives of state or local law enforcement agencies interested in establishing or enhancing volunteer programs within their agencies. The guide is a product of the Volunteers in Police Service (VIPS) Program, which is managed and implemented by the International Association of Chiefs of Police (IACP) in partnership with, and on behalf of, Serve.gov and the Bureau of Justice Assistance, U.S. Department of Justice. VIPS is one of five Citizen Corps programs. Information about Citizen Corps appears in section 9 of this guide.

The materials in this guide are based on information gathered through the VIPS program Web site, site visits, surveys, and numerous conversations with law enforcement executives, volunteer coordinators, and volunteers throughout the United States.

## The guide is divided into two main parts.

**Part I, Establishing or Enhancing a Volunteer Program**, contains nine sections.

**Section 1, Introduction**, describes the benefits of using volunteers in law enforcement agencies and reviews the history and purpose of the VIPS Program.

**Section 2, The Current State of Volunteerism**, examines the state of volunteerism in the United States, the value of volunteer time, and the results of a VIPS analysis about volunteerism in law enforcement.

**Section 3, Building Program Infrastructure**, details the roles volunteers can perform within law enforcement agencies; the costs associated with establishing and maintaining a law enforcement volunteer program; budgeting, funding, and liability issues; and the development of relevant policies and procedures.

**Section 4, Recruitment**, outlines ways to attract volunteers, including internal and external recruitment, mass media, the Internet, and existing volunteer resources within the community.

**Section 5, Selection and Management**, provides information about volunteer screening, selection, and placement. This section also addresses volunteer supervision and management issues.

**Section 6, Training**, contains information about orienting and training new volunteers, providing ongoing training, and integrating volunteers into an agency.

**Section 7, Recognition of Volunteers**, addresses recognizing volunteer programs and individual volunteers. It contains information about federal, state, and local recognition opportunities.

**Section 8, Assessment**, outlines different approaches for assessing a volunteer program and the benefits of each. This section also contains information about evaluating volunteer performance.

**Section 9, Organizations and Resources**, profiles several organizations and programs referenced within the resource guide. It also contains a list of additional resources and a reading list.

**Part II, Profiles of Volunteer Programs**, describes the specific components of 18 separate law enforcement volunteer programs. Many of these programs are multifaceted; the highlighted information is only one component of many within the programs. For more information, contact the person listed or consult the agency's program description at [www.policevolunteers.org](http://www.policevolunteers.org).

*Volunteer Programs: Enhancing Public Safety by Leveraging Resources* provides practical information that can help law enforcement executives launch or expand volunteer programs. The key points of relevant sections are highlighted to provide quick reference points. It is hoped that this information will improve the ability of law enforcement agencies to meet future challenges while forging new alliances with the communities they serve.

***Establishing or Enhancing  
a Volunteer Program***

## ***Introduction***

# Section 1: Introduction

## Benefits of Using Volunteers

While law enforcement agencies are designed and staffed to maximize services to the community, there is always more to do. Consequently, and as a result of recent economic strife, agencies are experiencing an increased workload in a resource-constrained environment. More than ever volunteerism has become a need and not a luxury.

### ***Maximizing Resources***

By providing supplemental and/or support services, volunteers allow law enforcement agencies and officers to focus on policing and enforcement functions. Investing in a volunteer program can help law enforcement agencies fulfill their primary functions and provide services that may not otherwise be offered. The financial return on investment of a volunteer program can be substantial, amounting to millions of dollars.

### ***Enhancing Public Safety and Services***

Volunteers provide services that the public wants but that sworn or civilian staff may not have the time to furnish. These services may include fingerprinting children, patrolling shopping centers, checking on homebound residents, or checking the security of vacationing residents' homes. Additionally, volunteers participating in non-hazardous, non-enforcement activities such as citizen patrols or Neighborhood Watch programs can function as extra sets of eyes and ears.

### ***Improving Community Buy-in***

Volunteers can also enhance law enforcement-community relations. A community member who volunteers with a local law enforcement agency will have a better understanding of that agency and law enforcement as a whole. Volunteers can serve as well informed ambassadors in your community and will have credibility within the community as they are supporting law enforcement without monetary compensation.

## Origin of the Volunteers in Police Service (VIPS) Program

The VIPS Program has its roots in the USA Freedom Corps (USAFC) initiative which followed the September 11 attacks. Citizen Corps was created in 2002 to help coordinate volunteer activities to make communities safer, stronger, and better prepared to respond to any emergency situation. It provides opportunities for people to participate in a range of measures to make their families, their homes, and their communities safer from the threat of crime, terrorism, and disasters of all kinds.

Citizen Corps partner programs build on the successful efforts that are in place in many communities around the country to prevent crime and respond to emergencies. Volunteers in Police Service (VIPS) is one of five Citizen Corps partner programs. The International Association of Chiefs of Police (IACP) manages the VIPS Program in partnership with the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice.

Refer to Section 9 for contact information and descriptions of these organizations.



## VIPS Goals and Objectives

The VIPS Program provides support and resources for agencies interested in developing or enhancing a volunteer program and for citizens who wish to volunteer their time and skills with a law enforcement agency in their community. The program's ultimate goal is to enhance the capacity of state and local law enforcement to utilize volunteers.

Through trainings, educational presentations, and exhibits around the country, the VIPS staff seek to:

- Learn about promising practices used in existing VIPS programs and share this information with law enforcement agencies that want to expand their programs;
- Increase the use of volunteers in existing programs;
- Help citizens learn about and become involved in VIPS programs in their communities; and
- Help agencies without volunteer programs get one started.

## VIPS Resources

The VIPS Program offers a number of resources for law enforcement agencies and citizens interested in law enforcement volunteer programs.

The VIPS Program makes available the following resources:

- A Web site containing a directory summarizing volunteer opportunities available in law enforcement agencies across the country. The directory is a searchable resource for agencies that are looking to net work with programs offering similar or desired volunteer roles. It also serves as a resource for citizens searching for volunteer opportunities;
- A library of sample documents and forms, including policies and procedures, position descriptions, training materials, and screening forms.
- *VIPS in Focus*, a publications series that builds on this resource guide. The series addresses specific elements and issues related to law enforcement volunteer programs;
- A model policy and concepts and issues paper developed in collaboration with the IACP's National Law Enforcement Policy Center;
- A technical assistance program to help local agencies determine their volunteer needs and design programs that will effectively meet those needs;
- A mentor program that pairs experienced law enforcement volunteer coordinators with coordinators in need of support;

- Five educational videos covering such topics as program implementation and incorporating youth in law enforcement volunteerism;
- CD-ROM on *Supporting Law Enforcement Volunteer Efforts: Resources to Enhance Public Safety*;
- *VIPS Info*, a monthly electronic newsletter that provides news and lists events about law enforcement volunteer activities around the country;
- *VIPS Stories*, a section of the VIPS Web site recognizing VIPS law enforcement volunteer programs that have recently been in the news and cross-linking them to their respective program pages; and
- VIPS to VIPS, a moderated online discussion group for law enforcement volunteer program leaders to share information and ideas.

## How to Get Involved With VIPS?

To register as a VIPS program, volunteers must work directly with a state, local, or tribal law enforcement agency through an in-house volunteer program or one operating in concert with a law enforcement agency, such as a Citizens Police Academy Alumni Association (CPAA) or a Retired and Senior Volunteer Program (RSVP). Register online at [www.policivolunteers.org](http://www.policivolunteers.org). As a registered VIPS program, your agency will be a part of more than 1,950 volunteer programs representing all 50 states with more than 224,000 volunteers.

# **The Current State of Volunteerism**

# Section 2: The Current State of Volunteerism

## **KEY POINT**

According to the Bureau of Labor Statistics, U.S. Department of Labor, 61.8 million people had volunteered for an organization at least once between September 2007 and September 2008.

## **Volunteering in The United States**

### ***Volunteer Service Indicator***

The volunteer service indicator is an annual national measurement of volunteer activities. The data is collected through a supplement to the Current Population Survey (CPS) conducted by the Bureau of Labor Statistics, U.S. Department of Labor. Approximately 60,000 households are surveyed nationally as part of the CPS.

The survey includes questions to assess the nature of volunteer service in the United States, including: how many Americans are engaged in volunteer service, the frequency of their volunteer activity, the kinds of organizations with which they volunteer, the types of activities they choose, and for those who volunteered in the past - the reasons why they did not volunteer during the survey period. The data was first collected in 2002.

### ***Current Population Survey - 2008***

Highlights from the December 2008 Current Population Survey, covering the period from September 2007 – September 2008:

- The rate of volunteering was higher among women than among men across different demographic variables, including age, race, and education levels.
- 33.8 percent of parents with children under 18 years of age have volunteered compared to the 23.5 percent of persons without children of that age.
- 21.9 percent of persons 16-24 years volunteered; 22.8 percent of persons 24-35 years volunteered; 31.5 percent of persons aged 35-44 volunteered (the most active group) ; 29.9 percent of persons aged 45-54 volunteered; and 23.5 percent of persons 65 years and older volunteered in 2008.
- Employed persons were more likely to volunteer than unemployed persons or persons not in the labor force.
- Married persons volunteer at a higher rate than other marital statuses.
- 26.4 percent of the population volunteered.

For more information about the survey, visit [www.bls.gov/cps](http://www.bls.gov/cps).

## **National Value of Volunteer Time**

Each year, Independent Sector, a coalition of nonprofits, foundations and corporations, calculates the national average hourly value of volunteer time. This value is based on the average earnings for private non-agricultural workers, as released by the Bureau of Labor Statistics, U.S. Department of Labor, and is increased by 12 percent to account for fringe benefits.

The 2008 national average hourly value of volunteer time is \$20.25. For more information, including average hourly values by state, visit [www.independentsector.org](http://www.independentsector.org) or [www.policevolunteers.org](http://www.policevolunteers.org).

## Edward M. Kennedy Serve America Act

Signed by President Barack Obama on April 21, 2009, the Serve America Act reauthorizes and expands national service programs administered by the Corporation for National and Community Service. The Act will strengthen America's civic infrastructure through social innovation, volunteer mobilization, and building nonprofit capacity. It will also provide opportunities for Americans for all ages to volunteer. The new law is designed to strengthen the management, cost-effectiveness and accountability of national service programs by increasing flexibility, consolidating funding streams, and introducing more competition.

## 2009 Analysis of Registered VIPS Programs

In spring 2009, an analysis of registered VIPS programs was conducted. The information below provides a snapshot of law enforcement volunteerism.

*Experience with volunteers varied significantly:*

- 72 percent of law enforcement agencies have had volunteers for more than seven years.
- The total number of volunteers ranged from two to more than 8,000.
- The total number of volunteer hours contributed in the previous year ranged from 1 to 70,000.

*Agencies were asked about the structure and management of their volunteer programs:*

- 97 percent said they have a volunteer program manager or coordinator. Of these agencies, 50 percent said their managers were sworn employees.
- 55 percent said they coordinate Neighborhood Watch activities in their jurisdictions.
- 40 percent said they coordinated with an external program such as a Citizen Corps council, a Retired and Senior Volunteer Program, or a volunteer center to recruit volunteers.

*Respondents were asked to rate the importance of various factors referred to below. The following percentages of respondents indicated that the described factor was "important" or "very important:"*

- 94 percent cited value added to the department.
- 92 percent cited the ability for officers to respond to more pressing needs.
- 85 percent cited enhancing citizen understanding of the police.
- 90 percent cited the ability to provide additional services.
- 81 percent cited liability concerns.
- 81 percent cited confidentiality concerns.
- 66 percent cited turnover of volunteers.
- 63 percent cited cost to administer the volunteer program.
- 63 percent cited required training expenses.

*Also of note:*

- 97 percent of agencies perform a records check on potential volunteers.
- 94 percent of agencies do not accept individuals with felony convictions.
- 89 percent of agencies require volunteers to undergo orientation and/or training.
- 88 percent have written rules and regulations governing volunteer activities.
- 88 percent require an interview before acceptance into the volunteer program.
- 88 percent require some or all of their volunteers to wear uniforms
- 56 percent provide some type of insurance coverage for volunteers.
- 30 percent formally evaluate volunteers.
- 26 percent provide volunteers with non-monetary benefits, services or incentives, such as training.

***Building Program  
Infrastructure***

# Section 3: Building Program Infrastructure

## KEY POINTS

- To begin the process of creating a volunteer program it is necessary to assess the needs of the agency.
- Before identifying the activities and/or functions that can be fulfilled by a volunteer it is crucial to involve labor groups as well as all sworn and civilian employees.
- While volunteer programs cost money to maintain, the return on investment can be substantial.
- The main sources of funding for law enforcement volunteer programs are grants, donations, and fundraising.
- Law enforcement agencies should contact their local government attorney to determine liability coverage for volunteers.

## Agency and Community Characteristics

The characteristics of your agency and community will influence the need for, the acceptance of, and the availability of volunteers. You may consider including community members or organizations in the program development process. Factors to consider include agency size, community size, citizen demographics, and the presence of higher education institutions, philanthropic organizations, and tourist destinations.

*The Las Vegas Metropolitan Police Department offers a volunteer-based Visitor Information/Visitor Assistance Program in frequently visited parts of the city.*

## Building Staff Support

As discussed previously, your volunteer program will not reach its full potential without the support of paid employees, sworn and civilian. Support for the volunteer program begins with the top executive and filters down through the agency. This buy-in is absolutely essential to maintaining a successful program.

You may choose to have a program advisory or governing board that includes sworn and civilian employees. The agency employees should make volunteers feel welcome and appreciated. This process will not occur overnight. It will take time for the staff to fully respect, trust, and utilize the volunteers.

One of the challenges facing law enforcement agencies with volunteer programs is a misunderstanding of the purpose of a volunteer program. Often, employees are not aware of programs or of the ways volunteers can and do assist them. One way to address this challenge is to provide information about volunteer programs to cadets while they are still in the academy. The message can be reinforced through in-service training and roll call. In time, staff will learn to appreciate the contributions of agency volunteers.

## Addressing Employee Concerns

Agencies must involve labor groups, officers, and civilian employees in the identification of activities and/or functions that can be performed by volunteers. Involving these groups from the beginning will help convey the message that volunteers are there to assist paid staff. It will also enable volunteers to better perform the duties for which they are trained.



## Needs Assessment

The first step in establishing a volunteer program is to assess the needs of the agency. These needs may include supplemental duties that sworn employees do not have the time or manpower to perform. Sample needs assessments appear in the VIPS resource library available at [www.policevolunteers.org](http://www.policevolunteers.org). The purpose of a law enforcement volunteer program is to supplement and support, not supplant current agency employees. If you replace a paid employee with a volunteer, as some agencies have in the past, you may end up with a staff that does not welcome volunteers and volunteers who do not feel valued. Another aspect of this assessment process is determining the mission, goals, and objectives of the volunteer program.

## Position Descriptions

Comprehensive position descriptions detailing the duties and expectations of specific volunteer positions are necessary for the operation of a successful program. Such descriptions can be helpful in screening potential volunteers, as those not suited for certain positions may self-select out of the process or seek more appropriate roles within the agency. Position descriptions are also valuable during volunteers' evaluation processes, since they can be used to determine whether volunteers are meeting department expectations. Like policies and planning documents, the position descriptions should be periodically reviewed to ensure that they are accurate. Sample position descriptions are available in the VIPS resource library available at [www.policevolunteers.org](http://www.policevolunteers.org).

## Volunteer Activities

The VIPS Program defines a volunteer as someone who performs service for the department without promise, expectation, or receipt of compensation for services rendered. Volunteers may include unpaid chaplains, unpaid reserve officers, interns, persons providing administrative support, and youth involved in a Law Enforcement Explorer Post. If your agency has at least one person who fits this description, the VIPS Program considers you to have a volunteer program. Volunteers in law enforcement agencies perform a wide array of functions. A partial list follows.

### ***Administrative Duties***

- Enter data
- Type reports, file, answer phones, and perform other office tasks
- Help front counter personnel by answering citizen inquiries, directing visitors, and performing routine administrative tasks
- Help telephone reporting units take reports of minor and "no suspect" crimes

### ***Citizen Patrols***

- Read parking meters
- Provide bike patrols in community parks
- Patrol shopping centers during the holiday season to assist stranded motorists or lost children
- Write citations for violations of handicapped parking restrictions
- Participate in marine patrols
- Provide home vacation checks
- Provide visual deterrent
- Conduct traffic surveys

### ***Community Liaison Activities***

- Sit on citizens' advisory boards
- Participate in speakers bureau on topics such as disaster preparedness or identity theft
- Attend citizens' police academies
- Join RSVP groups
- Staff community policing substations
- Staff a department booth and distribute information on police services at community events

### ***Neighborhood Watch***

- Join or start a Neighborhood Watch program

### ***Research***

- Conduct research using department and regional computer programs
- Compile crime data for specific area problems
- Utilize crime mapping and analysis
- Assist university researchers, statisticians, and criminologists who can help law enforcement agencies conduct research

### ***Youth - Related Activities***

- Assist in programs such as Police Athletic /Activities Leagues
- Serve as a mentor
- Help with youth citizen academies
- Assist in school-based programs such as Drug Abuse Resistance Education (D.A.R.E.) and Gang Resistance Education and Training (G.R.E.A.T.)
- Assist with after-school programs
- Join explorer posts
- Participate in internships and service-learning programs
- Provide short-term care of juveniles in protective custody
- Serve on youth aid panel
- Participate in Teen Community Emergency Response Team (CERT) or Student Emergency Response Teams (SERT)

### ***Assist with***

- Crime prevention programs
- Graffiti abatement programs
- Cold case squads

### ***Other activities***

- Search and rescue
- Role-playing and training scenarios for officers
- Investigations
- Victim assistance
- Disaster response
- Courts
- Special events
- Fingerprinting

### ***Volunteers with special skills can serve in numerous ways:***

- Counselors can provide support to victims of crime and assist with crisis intervention
- Mechanics can help maintain police vehicles
- Faith leaders can become involved in chaplain programs
- Public health officials can develop public safety plans and train for biohazard management
- Architects, landscapers, and building engineers can suggest ways community centers can improve or modify buildings and landscape designs to prevent or reduce crime
- Security specialists can conduct free security reviews for local schools, after-school programs, or places of worship
- Public relations professionals can design public safety campaigns and supporting materials
- Bilingual volunteers can assist with translation services
- Computer programmers can help develop or improve Web sites and record management systems
- Persons with state approved training can become reserve or auxiliary officers

## **Developing Program Policies and Procedures**

Before establishing a volunteer program, you must develop operational guidelines and policies about the governance and function of the program. Having a set of policies provides the structure to manage the program equitably and can prevent future problems.

Specific policies to consider include the following:

- Confidentiality
- Time requirements
- Training requirements
- Use of equipment
- Uniforms
- Background checks
- Termination

Agencies also need to make volunteers aware of agency policies and procedures they must follow. For example, volunteers should be instructed on how to deal with representatives of the media while on duty.

The National Law Enforcement Policy Center, a collaborative project between the IACP and BJA, offers a model policy on volunteers. The model policy and other sample policies are available in the VIPS resource library at [www.policevolunteers.org](http://www.policevolunteers.org).

## ***Liability***

Liability concerns are common when implementing a volunteer program in a law enforcement agency. The applicable liability laws vary by state. Many state legislatures have passed “Good Samaritan laws” or other legislation that defines in what instances organizations and volunteers are legally protected from liability issues. A collection of state liability laws developed by the Nonprofit Risk Management Center can be downloaded from the VIPS resource library, and the organization’s contact information is available in section 9.

Consult with your local government attorney or state point of contact to determine what coverage may be provided. Other departments within the government (e.g., parks and recreation) may use volunteers, and a policy may already exist. Some agencies classify their volunteers as unpaid employees or pay their volunteers \$1 a year in order to provide coverage.

Agencies unable to provide liability insurance typically require their volunteers to sign a waiver. Again, consult your local government attorney when drafting such a waiver. Volunteers must be made aware of their personal liability and worker’s compensation coverage and eligibility.

Liability coverage is available for Law Enforcement Explorers under the Learning for Life Program. More information can be found at [www.learningforlife.org/exploring/index.html](http://www.learningforlife.org/exploring/index.html).

Some agencies have partnered with their local RSVP Program, since participants are eligible for accident and liability coverage through their RSVP-sponsoring agency at no cost. Additional information about the RSVP Program appears in sections 4 and 9.

## ***Reducing Liability Concerns***

Clearly outlining your department’s policy on volunteers is a fundamental step toward reducing your risk. Furthermore, volunteers need to be aware of any risks involved and what coverage, if any, they should expect. Having written volunteer job descriptions will also assist with communicating expectations and give volunteers an idea of what level of risk their jobs may entail.

The screening process is critical to identifying qualified volunteers. The level of screening will depend on the type of activity performed. The VIPS Web site includes a resource library of sample forms, policies, and procedures, including several sample liability and medical waiver forms. Refer to section 5 for more information on screening.

Incorporating a regular review of policy and procedures helps to pinpoint areas that may or may not be working well, and allows for policies to be updated in a timely manner.

### ***Volunteer Protection Act of 1997***

The Volunteer Protection Act of 1997 offers limited protection for volunteers and volunteer organizations. Under this federal law, a volunteer is not liable for harm caused by his or her act or omission on behalf of the organization or entity if

- at the time of the act or omission, the volunteer was acting within the scope of his or her responsibilities in the organization or entity;
- if appropriate or required, the volunteer was properly licensed, certified, or authorized by the appropriate authorities to undertake the activities or practice in the state;
- the harm was not caused by willful or criminal misconduct, gross negligence, reckless misconduct, or a conscious, flagrant indifference to the rights or safety of the individual harmed; and
- the harm was not caused by the volunteer's operation of a vehicle for which the state requires the operator or owner to possess an operator's license or maintain insurance.

Federal law preempts state law only in certain circumstances.

### **CALEA Accreditation and Volunteer Programs**

The Commission on Accreditation for Law Enforcement Agencies (CALEA) does not have a specific standard for law enforcement volunteer programs. The appropriate standard(s) will depend on the type of volunteer opportunities you offer.

CALEA has standards regarding auxiliaries that often encompass the functions of volunteers:

16.4.1 A written directive establishes and describes the agency's auxiliary program to include:

- A statement that auxiliaries are not sworn officers, and
- A description of the duties of auxiliaries, including their role and scope in authority.

*Commentary:* Auxiliaries are not commissioned as law enforcement officers and do not have the authority to make full custody arrests. Auxiliaries may be assigned to law enforcement-related community service functions. They can also be used as a resource in emergencies and large-scale special events. Generally, they receive significantly less training than sworn officers or full-time employees. However, if the agency chooses to involve them in various activities to assist in the day-to-day delivery of law enforcement services, it should ensure that their duties do not require the status of a sworn officer, that their level of training is adjusted according to the scope of their authority, and that they do not carry unauthorized weapons or equipment in the performance of their duties.

16.4.2 Auxiliaries receive training in those authorized and assigned duties.

*Commentary:* Auxiliaries may provide services to support any law enforcement duties not requiring sworn officer status. However, if the agency chooses to use them, auxiliaries should receive training appropriate to the duties anticipated.

### ***Recognition Standard***

16.4.3 If auxiliaries wear uniforms, the uniforms clearly distinguish them from sworn officers.

*Commentary:* To have an auxiliary appear to be a regular sworn officer can be hazardous to the auxiliary, confusing to the public, and a potential detriment to the image of the agency. Unless the auxiliary is clearly distinguishable from the sworn officer, members of the community may expect assistance in situations for which the auxiliary is not trained or empowered to act. There should be a clear designation on a shoulder patch, pocket identification, or other distinctive area of the uniform identifying the category of auxiliary. Purchase of the uniform may be the responsibility of the auxiliary.

For more information on how your agency's volunteer program should be addressed for CALEA accreditation purposes, talk to your agency's accreditation manager or contact CALEA at [www.calea.org](http://www.calea.org) or 1-800-368-3757.

## **Budgeting**

Establishing and maintaining a volunteer program is not a cost-free endeavor; however, the return on your investment can be substantial. The costs associated with establishing and maintaining a volunteer program will depend on the scope of opportunities you offer.

Costs to consider include the following:

- Personnel (salary and benefits for volunteer coordinator(s))
- Volunteer screening
- Training
- Work space requirements
- Supplies
- Equipment
- Uniforms
- Recognition

## **Funding**

Law enforcement volunteer programs are funded through a variety of mechanisms. The main sources of funding are grants, donations, and fundraising.

### ***Grants.gov***

Grants.gov was created as a resource to improve government services to the public. Grants.gov is a central storehouse for information on more than 1,000 grant programs and access to approximately \$450 billion in annual awards. By registering on this site, your program can apply for grants from 26 different federal grant-making agencies, including those listed above. More information can be found at [www.grants.gov](http://www.grants.gov).

### ***Department of Justice (DOJ)***

The U.S. Department of Justice's Office of Justice Programs (OJP) offers federal financial assistance to state and local governments and agencies. OJP offers discretionary grant funds, which are announced through its Web site, [www.ojp.usdoj.gov](http://www.ojp.usdoj.gov).

### ***Justice Assistance Grant (JAG) Program***

The JAG Program, administered by the U.S. Department of Justice, offers formula grants that allow states and local governments to support a broad range of activities to prevent and control crime and to improve the criminal justice system. The total funds made available for FY 2009 amounted to \$484 million. The funds can be used to pay for personnel, overtime, and equipment. More information can be found on the JAG Web site at [www.ojp.usdoj.gov/BJA/grant/jag.html](http://www.ojp.usdoj.gov/BJA/grant/jag.html).

### ***Department of Transportation (DOT)***

Nearly every federal agency offers grant programs. It is not necessary to only look at the Department of Justice for funds. For example, if your program is implementing a child-seat safety volunteer program, you may be able to obtain funds from DOT. More information can be found at [www.dot.gov](http://www.dot.gov).

### ***Department of Health and Human Services (HHS)***

HHS may be another source of funding. Volunteers who work in disaster assistance and preparedness issues, such as pandemics, may be eligible to receive grants from HHS. More information can be found at [www.hhs.gov](http://www.hhs.gov).

### ***Department of Homeland Security (DHS)***

DHS has adopted a risk- and effectiveness-based approach to allocating funding for certain programs within Homeland Security grant programs. This approach aligns federal resources with national priorities. During FY 2009, DHS granted more than \$861.1 billion in funds, of which \$14.6 million was allocated to Citizen Corps programs. These funds may be used to maintain various volunteer initiatives, including citizen volunteer programs that support emergency responders, disaster relief, and community safety. Each state has a Citizen Corps point of contact that can offer grant-related information to local law enforcement agencies and your local Citizen Corps Council. A list of state contacts can be found on the Citizen Corps Web site at [www.citizen corps.gov](http://www.citizen corps.gov).

### ***Retired and Senior Volunteer Program (RSVP)***

RSVP is a national service initiative that began in 1969. RSVP is a key element of the Corporation for National and Community Service (CNCS). Through RSVP, CNCS provides grants to qualified agencies and organizations to engage persons 55 and older in volunteer service. An office for the aging or a similar office within a community's local government may coordinate RSVP opportunities in your community. More information can be found at [www.seniorcorps.gov/about/programs/rsvp.asp](http://www.seniorcorps.gov/about/programs/rsvp.asp).

### ***Donations***

Local businesses or organizations may also provide in-kind services or donations, ranging from gift certificates for volunteer recognition to a vehicle for citizen patrols. Agencies raffle off in-kind donations, such as televisions, electronics, and gift cards, at community events; offer child fingerprinting services for a small donation; host community events, such as antiques or auto shows, dinners, and festivals, with proceeds going to the volunteer program.

### ***Fundraising***

Many law enforcement volunteer programs engage in fundraising to support their volunteer activities. The policy and procedures for direct fundraising by law enforcement agencies vary. Be sure to check with your agency's legal department for fundraising guidelines and regulations. Local branches of civic groups and service organizations such as Rotary International, Lions Club International, and the Benevolent and Protective Order of the Elks may be willing to provide support by raising funds on behalf of agencies that are prohibited from soliciting funds.

### ***Tax-Exempt Status***

Many registered VIPS programs have partnered with existing local nonprofit associations or have been involved in creating associations that can raise funds and secure nonprofit status. Many agencies form nonprofits through their Citizens' Police Academy Alumni Associations. The Internal Revenue Service has issued a publication (Publication 557, Rev. June 2008) titled *Tax-Exempt Status for Your Organization* that discusses what is commonly referred to as Section 501(c)(3) status. More information can be found at [www.irs.gov/pub/irs-pdf/p557.pdf](http://www.irs.gov/pub/irs-pdf/p557.pdf), and a copy of this publication can be downloaded from the VIPS resource library.



***Recruitment***

# Section 4: Recruitment

## KEY POINTS

- Current volunteers can be the best recruiting tool.
- Citizens' police academies are a good source of volunteers.
- The Internet has become a widely used venue for potential volunteers. Use your government and/or agency's Web site and the VIPS Program Web site to share information.
- Many communities have volunteer centers. Let your center know you are establishing a volunteer program.

In order to develop a successful law enforcement volunteer program, you must seek out individuals who are qualified for the work they will be performing. Research on volunteerism has consistently shown that people who are asked to volunteer are far more likely to volunteer than those who are not asked.

There are many ways to recruit volunteers. Before choosing a method, consider the time each method will require to plan, develop, and execute, as well as the time required to deliver and maintain the number of volunteer positions you seek to fill. It is imperative to include employees in the program's planning development process.

## Develop Your Recruitment Message

Your recruitment message should be inviting and encourage people to become involved with the program. You may have multiple recruitment messages tailored to the different volunteers your agency requires, such as students, professionals, or neighborhood residents. Each message should identify the specific needs of your agency, the ways a volunteer can address those needs, and the benefits to the volunteer.

When developing your recruitment message, it might be helpful to keep the following questions in mind:

- Is the message tailored to a target audience?
- Are the needs of the police department clearly identified?
- Who in the department can best deliver this message?

## Identify Meaningful Assignments for Volunteers

Identifying meaningful assignments for volunteers will provide an outline detailing the work that needs to be accomplished. This is essentially creating a volunteer position description, which may be useful in forming the basis of your recruitment efforts. The identification of activities performed by a volunteer is limited only by your creativity and the ability to provide programs structure, management, and guidance. It identifies the assignment, skills, abilities, and interests necessary to perform the task successfully.

## Internal Recruitment

There may be preexisting avenues within your agency that can be used to recruit volunteers. While you may not have what you consider to be a true volunteer program, there are likely individuals in your community who currently assist your department by participating in programs such as Neighborhood Watch. These individuals may be the first community members to reach out to when developing a program.

Agencies with established law enforcement volunteer programs have consistently identified their current volunteers as the best source of recruitment. Word-of-mouth has proved to be the most effective and widely-used method of recruitment. Volunteers frequently become protective of the program's reputation and share the agency's desire to maintain its respect and integrity.

### ***Citizens Police Academy***

Many established volunteer programs grew out of their CPAs. You may be able to cultivate the participants' demonstrated interest in the agency into a long-term volunteer relationship. The academy also offers a foundation for new volunteer training as some programs make academy attendance mandatory. In some cases, CPA participants may take the lead role in establishing a continued relationship by creating a CPA alumni association.

Some alumni associations have formed tax-exempt nonprofit associations that raise funds to support volunteer programs or other agency activities. The Internal Revenue Service has produced a publication explaining how to seek this status. Information on this publication is available in section 9 and in the VIPS resource library at [www.policevolunteers.org](http://www.policevolunteers.org).

***The San Diego Police Department partners with the Senior Corps' Retired and Senior Volunteer Program to offer the Retired Senior Volunteer Patrol. The Aging and Independent Services Office of San Diego County sponsors local Senior Corps activities.***

## **External Recruitment**

Printed materials can be helpful to the recruitment process. Brochures and flyers can be used in mailings or as takeaways at presentations and special events. The VIPS Program can provide bulk copies of *Volunteering with Law Enforcement: Citizen Guide* and *Enhancing Public Safety Through Citizen Involvement* brochures and its educational DVDs and CD at no cost to agencies that wish to distribute them at public events such as Celebrate Safe Communities. For more information, refer to [www.celebratesafecommunities.org](http://www.celebratesafecommunities.org).

### ***Mass Media***

Your local media (television, radio, and newspaper) can assist in advertising information about your volunteer program. These media organizations may also produce stories profiling your volunteers and their accomplishments.

### ***Internet***

Citizens are increasingly using the Internet to conduct research on organizations and volunteer opportunities. If your local government and/or agency maintains a Web site, you should publish information about your volunteer program, such as opportunities available, a point of contact for additional information, and an online or downloadable application form.

In addition to advertising on your agency's Web site, you can register your program with the VIPS Program Web site at [www.policevolunteers.org](http://www.policevolunteers.org). Include a description of your volunteer program, post a link to your agency's site, provide a downloadable application form, and post photos of your volunteers in action.

## Existing Volunteer Organizations

### ***Volunteer Center***

Your community may have a centralized volunteer center that has information about volunteer opportunities throughout the area. Once you have established a program, let the volunteer center know so it can refer potential volunteers to your agency. If you do not know of a volunteer center in your community, you can contact the Points of Light Foundation & Volunteer Center National Network for information at [www.pointsoflight.org](http://www.pointsoflight.org).

### ***Retired and Senior Volunteer Program (RSVP)***

Many law enforcement agencies have successfully partnered with their local RSVP to attract volunteers. RSVP is a part of the Senior Corps, Corporation for National Community Service (CNCS). More information can be found at [www.nationalservice.org](http://www.nationalservice.org). One of the added benefits of recruiting volunteers through RSVP is the provision of accident, personal liability, and excess automobile insurance coverage for the volunteer by the RSVP-sponsoring agency.

### ***Civic Groups***

Existing civic groups in your community, such as the United States Junior Chamber (Jaycees), can be helpful in getting the word out about your program. These groups may also be a good source of volunteers, particularly if a group of volunteers is needed for a special event.

### ***Educational Institutions***

Colleges and universities in your community can be another source of volunteers. Increasingly, students are required to volunteer or complete internships before graduation. While student interns require additional supervision, they may have more time and demonstrate a greater commitment to the agency's mission than some adult volunteers.

Do not limit your internship program to criminal justice students. Students from other disciplines have skills from which your agency could benefit. For example, a communications student could develop educational materials; a computer science student could design a database for your agency.

### ***Citizen Corps Councils***

The purpose of a Citizen Corps council is to coordinate Citizen Corps activities, including the VIPS program, at the local level. If you are developing a law enforcement volunteer program, you may want to consider getting involved in your community's council. The council can help match volunteers to create new opportunities, educate and train the public, provide funding resources, and promote your program. Information about the Citizen Corps initiative appears in section 9. A complete listing of Citizen Corps councils is available at [www.citizenCorps.gov/citizenCorps/councilmap.do](http://www.citizenCorps.gov/citizenCorps/councilmap.do).

***The Harris County, Texas, Citizen Corps Council's Web site, [www.harriscountycitizencorps.com](http://www.harriscountycitizencorps.com), serves as a centralized referral resource for volunteer opportunities in the public health and public safety fields within the county.***

## ***Selection and Management***

# Section 5: Selection and Management

## **KEY POINTS:**

- An agency must develop a set of criteria for screening potential volunteers before establishing a volunteer program.
- The screening process should involve an application and an interview.
- After selecting a volunteer, you should consider the agency's needs and the volunteer's skills before placing him or her into a position.

## **Screening**

Law enforcement agencies must screen individuals before bringing them on as volunteers. The level of screening will depend on the role the volunteer will be serving. Individuals with access to confidential information or agency equipment may require more intensive screening.

All applicants should be asked to complete an application form. They should provide contact information, an emergency contact, and references. Applicants should also detail their skills, experience, and availability. Sample application forms can be found in the VIPS resource library. You may also choose to provide a cover letter or informational brochure about the volunteer program to explain the agency's expectations and the volunteer opportunities offered.

In addition to an application you may consider additional screening including:

- A criminal background check
- A reference check
- Fingerprinting
- Drug testing
- Polygraph

Some agencies may choose to complete some or all of these steps before conducting an interview. In this event, the information required to complete the check(s) should be requested in the volunteer application.

Screening is critical. Regardless of the function the volunteer is serving, his or her actions on and off duty will reflect on the department. The volunteer's friends and neighbors and the community at large may not distinguish between an employee and a volunteer. Agencies must select a person or persons to coordinate program activities.

## **Interviews**

If you are considering accepting the applicant into the program, the volunteer coordinator or other agency representative should make arrangements to interview the candidate. The interview should assist in determining if the prospective volunteer is a good fit for your program and to learn more about his or her interests, abilities, experiences, and what he or she is looking for in a volunteer capacity. Interviews can prevent future problems by ensuring that there is a clear understanding of the requirements of the volunteer position, and to inform the volunteer about policies, procedures, and other organizational information.

## Selection

Once a volunteer has been accepted into the program, you may choose to send a letter welcoming him or her to the agency. A letter signed by the chief of police, sheriff, or head executive can convey the agency’s appreciation and serve as the first step in cultivating a long-term relationship with an individual that is donating his or her time and talents to your agency.

## Placement

Two issues should be considered in determining the placement of a volunteer. First, you need to understand the specific needs of the agency (refer to Section 3). Second, the skills and interests of a potential volunteer should be considered. Don’t assume that a volunteer is interested in using the same skills or serving the same function as he or she may serve professionally. While a former accountant may be an asset to your agency’s financial management division, that volunteer may want a new experience. An unhappy or unfulfilled volunteer is more likely to leave your agency, thus wasting your investment in recruiting and training. This placement should be negotiated between the volunteer and the volunteer coordinator.

The agency should regularly assess the volunteer’s placement as your needs and his or her interests may change over time. This may be part of the standard volunteer evaluation process (refer to Section 8).

## Persons Not Appropriate For Your Program

Each agency must develop criteria for screening and selection before establishing a volunteer program. The specific criteria will vary from one department to another. While you may have certain universal criteria, such as no felony convictions, other criteria may depend on the activities the volunteer will be engaged in, such as driving a city vehicle. Making potential volunteers aware of these selection criteria at the outset may prevent unqualified individuals from applying. It is also useful to have established criteria to refer to if an individual complains about not being selected.

If you have a multi-dimensional program, a volunteer who is inappropriate for one role may be a good fit for another role within the agency. If a volunteer is not suitable for placement within your agency, there may be better opportunities outside your agency. You can refer him or her to the local volunteer center or make the volunteer aware of other opportunities to help.

It is also advantageous for local departments and volunteer programs to develop networking relationships among one another in order to avoid or forewarn against problem volunteers and/or those who may be agency shopping. If a volunteer has been deemed unsuitable for volunteering at one department, it could be likely that the volunteer is ineligible for work at another.

***Due to the sensitive nature of the work, all potential volunteers in the Waco Texas Police Department’s Victim Services Unit are interviewed, fingerprinted, and given a full background check consisting of a Texas Crime Information Center and National Crime Information Computer (TCIC/NCIC) check.***

## Supervising and Managing Volunteers

While establishing a volunteer program can help to free up sworn and civilian staff, it is not self-sufficient. Effective management of such a program is needed for continued success. A volunteer program within a law enforcement agency is unique. Volunteers must be prepared for the pace and atmosphere of a law enforcement agency. It is the responsibility of the volunteer coordinator to help volunteers become acclimated to and navigate the environment.

Selecting a person or persons to coordinate program activities can be one of the most important keys to a successful volunteer program. A volunteer coordinator may be a sworn or civilian employee, or the program's staff may include a mixture of sworn and civilian personnel. There are benefits and drawbacks to both sworn and civilian models. The decision will ultimately depend on the agency's resources and staffing patterns. There may be several people responsible for the management of your volunteers, depending on the size of your agency and program.

No resource is more important than the person/personnel charged with the day-to-day management and operations of the program. Clear roles must be defined for the coordinator so that there is a lucid connection with the agency's mission and the role of the volunteer department.

The person(s) responsible must be committed to the mission and purpose of the volunteer program. The volunteer coordinator(s) must also possess the skills and will to supervise volunteers. Volunteers require supervision, support, feedback, and evaluation just like paid employees. There may be a local or state network of volunteer coordinators who can provide guidance to a new coordinator on management training opportunities. VIPS also offers a mentor program pairing law enforcement volunteer coordinators in need of support with experienced volunteer coordinators in order to provide tools and guidance to develop and maintain successful volunteer programs.

*The Fairfax County Police Department's Volunteers in Police Service Program utilizes a volunteer to assist in the day-to-day management of their program.*



### ***Supervision***

Regular supervision (monitoring) is vital to ensure that volunteers are adequately utilized. Especially during the first few months, volunteers need substantial assistance and guidance. Access to either the coordinators or experienced volunteers can help newly placed volunteers get through the rough spots that might otherwise lead to frustration.

Additionally, there are differences in supervising volunteers compared to paid staff. Staff directly supervising volunteers should be trained on how to properly manage and motivate their volunteers. Volunteers receive no form of monetary compensation, thus the notion of a pay increase is not a motivating factor to enhance their performance, as it would be for paid staff. The supervisory staff must recognize the differences between paid staff and volunteers and adjust their management style accordingly. A reading list of helpful volunteer management books is provided in Section 9.

### ***Communication***

Another critical element to the management of volunteers is good communication. An important aspect of communication is scheduling. Volunteers need to have advanced notice of when and where they are needed. Also, if they are not needed on a particular day volunteers should be notified with as much notice as possible. Similarly, if a volunteer cannot show up, the coordinator needs to know about it in advance so they can readjust their plans.

## **Sustainment**

It is important to remember that your volunteer program should align with the culture of the law enforcement agency in order for it to have sustainability. It is important that the program supports the mission and values of the agency.

Collaboration between coordinators and department staff about the role and significance of the program can be helpful in ascertaining how volunteers can best be utilized. This may assist staff in viewing the volunteer program as an important extension of the agency, and not as a different entity.

Once a person joins your agency as a volunteer, he or she must be made aware of the expectations, policies, and procedures to be followed. The length, structure, and format of volunteer training will vary according to the size of the agency and the scope of the volunteer program.

***Training***

# Section 6: Training

## KEY POINTS

- All volunteers should receive an orientation to the agency.
- All volunteers should receive job-specific training to maximize their ability to perform assigned tasks.
- Periodic training is a valuable tool to keep volunteers apprised of any program/policy changes and help them develop useful skills.
- Sample documents referenced in this section appear in the VIPS resource library at [www.policevolunteers.org](http://www.policevolunteers.org).

## Orientation

All volunteers should receive an orientation to the agency before taking on any responsibilities. It can be helpful to supplement this orientation by providing the volunteer with a handbook of policies and procedures for future reference. Sample handbooks can be found in the VIPS resource library. Some agencies use their CPA as a prerequisite to volunteering. In this instance, the CPA functions as the orientation.

You may consider including the following items in the orientation:

- A welcome from the chief, sheriff, or other command staff representative
- An agency history
- The agency structure and an organizational chart
- The goals and purpose of the volunteer program
- The policies and procedures governing the volunteer program
- A glossary of language and abbreviations used by the agency
- A tour of the agency
- Emergency procedures
- Timesheets and other required forms
- A termination policy
- Evaluation procedures

In addition to the above, the volunteer should

- Meet his or her supervisor
- Be shown where he or she should report
- Meet the paid and volunteer staff he or she will be working with
- Be shown where to store personal belongings
- Be shown where to park
- Be issued proper credentials (i.e., ID card, parking pass)

Your local or state government may require additional training, such as sexual harassment, diversity, or ethics. Upon completion of this basic introduction to the agency's requirements and expectations, you may consider asking the volunteer to sign an agreement acknowledging applicable policies and procedures and a commitment to a certain schedule or number of volunteer shifts. Sample volunteer agreements appear in the VIPS resource library.

## Position-Specific Training

Volunteers should receive specific training in order to provide them with the information and skills necessary to perform their volunteer assignments. By sufficiently training your volunteers, you can increase their job satisfaction and overall morale, making them likely to continue volunteering with the agency.

Training will also reduce your risk for liability. You may consider having your volunteers sign a form to indicate that they have completed training in a certain task and are comfortable moving forward on their own.

Training should be appropriate to the complexity and demands of the position and the capabilities of the volunteer. Volunteers can be trained through on-the-job demonstration, lectures, written material, role-playing, simulations, and case studies. Some programs may require different techniques, but adults learn best when the training is practical and experientially based. For more information on training, refer to the VIPS resources library at [www.policevolunteers.org](http://www.policevolunteers.org).

The following are examples of training procedures provided to volunteers:

### ***Volunteer Patrol Programs***

Some volunteer patrol programs provide volunteers with a field-training program, which includes a step-by-step guide for trainees. The field-training program is an in-depth study and review of departmental policy and procedures as well as the duties of the volunteer. The training and guide include information on uniforms and appearance, radio operation, problem solving, filling out forms, communication techniques, and specific safety concerns for patrol members (keeping subjects in sight, confronting subjects, searching volunteer vehicles prior to duty, and maintaining a zone of safety).

### ***Chaplain Programs***

Volunteer chaplains have received outside training by virtue of their position. However, most chaplains do not have experience working with law enforcement. Many programs introduce chaplains to law enforcement by having the chaplain observe various operations, such as a communications center, agency substation, or academy. Policies and procedures should state whether a chaplain will work alongside officers at all times or only for specific occasions. Each chaplain should receive specific instruction as to the use of pagers and radios, as well as any forms used. It is also necessary that the chaplain learn about participation in special events (i.e., award ceremonies, memorials, or funerals).

### ***Administrative Support***

Administrative volunteers may serve in many different areas throughout the department. Because of assignment diversity, administrative support volunteers require specific training for a variety of matters including, but not limited to, confidentiality, human relations, communications, filing, computer skills, and recognizing different functions and departments within the agency. In addition, many departments provide information about office-appropriate behavior and attire.

*The Coral Springs, Florida, Police Department invites volunteers to attend city-wide "New Employee Orientation," which includes police officers, firefighters, and all other city agencies' employees.*

### ***Interpreter Programs***

Because of the specific nature of law enforcement services, some law enforcement agencies require preservice training (e.g., ride-a-longs) for interpretation programs. Agencies train interpreters as to how to respond when paged through dispatch for immediate on-scene assistance, including training in the use of pagers and radios. The department and volunteers must continually research situation-specific vocabulary and terminology to assist with the assignment.

### ***Victim Assistance***

Because of the sensitive nature of victim services, most departments offer extensive training for these volunteers. Some departments have created intensive crisis-response training programs that include information on victim dynamics in issues of stalking/harassment, domestic violence, sexual battery, media relations, and crisis intervention. Additionally, volunteers receive training on the fundamentals of crisis and advocacy. Some departments use role-playing and scenario training to help volunteers learn proper techniques and helpful skills when working with victims of crime.

### ***Search and Rescue***

While it is the goal of every search to find the missing person, it is often small details that allow for a successful search. Most departments provide extensive training in the areas of search methods (line searches, hasty searches), land navigation (use of GPS units and compasses), tracking, and technical rescue techniques. These skills need constant refreshing, so volunteers must regularly practice the methods they have learned. Many departments hold mock search and rescue exercises in woods, open fields, back mountain trails, and commonly used exercise trails. These practice exercises allow for real-life execution of the skills the volunteers have learned. Some departments record the mock exercises and watch the tapes for training purposes.

### ***Explorer Posts***

Law Enforcement Explorer Posts are made up of volunteers ages 14–21. These highly motivated students are trained in all areas of law enforcement, with the purpose of introducing youth to a career in law enforcement. Many departments require weekly training sessions covering the history of law enforcement, patrol procedures, accident investigations, traffic control, criminal investigations, search and rescue, communications, and community policing. Additionally, some departments train explorers in proper child safety seat installation and child fingerprinting.

*The Fresno, California, Police Department's Citizens on Patrol program provides volunteers with a field-training program, which includes a step-by-step guide for trainees. Victim Assistance*

## Ongoing Training

Any initial training should be supplemented by ongoing in-service training. This will keep volunteers apprised of policy and programmatic changes and further develop their skills, enabling them to carry out assigned out tasks.

Additional training opportunities can also be viewed as rewards. For example, volunteers may be interested in attending training offered to other department employees. You can also investigate training opportunities, such as advanced computer skills, offered to your local government employees. As space permits, you may be allowed to send volunteers at no cost. Some agencies offer CPR, emergency first aid, and CERT training to their volunteers to enhance their skills.

## Integrating Volunteers into the Agency

Once volunteers know what they will be doing, they need to be introduced to the department. Items to discuss in the introduction include agency size, community size, citizen demographics, and the presence of higher education institutions, philanthropic organizations, and tourist destinations. Integrating volunteers into the culture of your agency can be a significant challenge. Volunteers who do not feel welcome are unlikely to stay.

There are a number of formal and informal ways to help volunteers feel as though they are part of the agency:

- Allow volunteers to use agency facilities, such as a workout room
- Allow volunteers to join the credit union
- Invite volunteers to formal and informal celebrations such as birthdays and recognition events
- Provide volunteers with uniforms or clothing that identifies them as volunteers with your agency
- Distribute the agency newsletter to volunteers and include volunteers in agency-wide events

Volunteers must also feel welcome by the sworn and civilian staff with whom they are working. This is another reason to involve the staff when developing a volunteer program: they must understand that the volunteers are there to support, not supplant, their activities. Staff should be educated about the volunteer program in the training academy and through periodic roll call or in-service presentations.

Communication between administrators, volunteer coordinators, and staff is important to the success of the program. Acknowledge resistance from staff to utilize volunteers and answer questions that may arise.

Many departments have recognized the need to train staff in supervising volunteers. It is not unusual for a volunteer to be the first person the staff member has supervised. Train staff members in making sure necessary items are provided for specific duties, being prepared for the volunteer on his or her assigned day (have work ready for the volunteer to do), and providing time to answer the volunteer's questions.

***The Denver, Colorado, Police Department's volunteers have been trained to staff a room in the Crimes Against Persons Bureau where victims and their families wait to speak to detectives. The volunteers make the victims feel comfortable and offer a safe place for victims to interact with the police.***

***Recognition***

# Section 7: Recognition

## KEY POINTS

- Many national, state, and local groups offer volunteer awards for individuals and programs.
- Recognition does not have to be expensive or extravagant to be meaningful.

## In-House Recognition

Recognizing your volunteers helps convey the important role they play in your agency and is a key to their retention. While many volunteers are not motivated by recognition, the time, effort, and talents provided by your volunteers should not be taken for granted. Recognition need not be time-consuming or expensive to be meaningful. A volunteer program and the agency as a whole should acknowledge volunteers regularly through sincere expressions of gratitude.

Simple ways to recognize your volunteers include:

- Expressing verbal expressions of thanks
- Writing letters of commendation
- Presenting pictures with and/or certificates of appreciation signed by local elected officials
- Writing personal notes
- Posting photos of volunteers on the job
- Writing letters to the volunteer's employer
- Giving gift certificates donated by local businesses
- Highlighting volunteers on your agency's Web site
- Working with your local media to publicly highlight volunteer contributions
- Presenting pins to acknowledge a certain number of total hours volunteered
- Asking staff to hold a potluck lunch to honor volunteers
- Encouraging staff to remember volunteers' birthdays and anniversary dates with the department

Formal recognition can consist of:

- Volunteer of the month and/or Volunteer of the year awards
- Regular award and recognition banquets/events that allow volunteers to bring their families to the events
- Providing plaques, shirts, bags, paperweights, or clocks with the agency's seal

While it is important to recognize outstanding volunteers, it is equally, if not more important to recognize all volunteers.

### ***Community and State Volunteer Award Programs***

Many states, local communities, and civic groups offer formal awards for volunteers and organizations. Check with your state's volunteer commission, usually housed in the Governor's Office, or your local volunteer center to find out what types of awards and recognition programs your volunteers may be nominated for. To find a volunteer center in your area, search the Points of Light Institute and HandsOn Network directory at [www.pointsoflight.org/centers/](http://www.pointsoflight.org/centers/).



## National Law Enforcement Award Programs

### *Outstanding Achievement in Law Enforcement Volunteer Programs Award (“VIPS Award”)*

The IACP and Science Applications International Corporation (SAIC) sponsor an annual award to recognize excellence in leadership through the implementation of an effective, high quality volunteer program that successfully integrates volunteers into overall organizational operations and administration and to institutionalize the theories and practices of the Volunteers in Police Service (VIPS) Program. Winners are honored at a reception held at the IACP annual conference.

For application information, please visit [www.theiacp.org/awards/volunteerprogram/](http://www.theiacp.org/awards/volunteerprogram/).

### ***The Webber Seavey Award for Quality in Law Enforcement***

The Webber Seavey Award for Quality in Law Enforcement was created jointly by IACP and Motorola and named for IACP’s first president, Chief Webber Seavey of Omaha, Nebraska. This program helps law enforcement agencies worldwide and the communities they serve by redefining the concept of law enforcement and how it is routinely performed.

The program annually honors achievements in one or more of the following areas:

- Continually improving services to the community
- Strengthening police relations and promoting community participation
- Effectively using resources
- Enhancing communications within and cooperation among agencies
- Developing creative and innovative approaches that promote excellence in law enforcement

For application information, please visit [www.theiacp.org/awards/webber/](http://www.theiacp.org/awards/webber/).

### ***Neighborhood Watch National Awards Program***

The National Sheriffs’ Association (NSA) established the Neighborhood Watch Awards of Excellence Program in 2004 to recognize and honor those law enforcement agencies, Neighborhood Watches, states, organizations, and programs that are doing extraordinary things to promote Neighborhood Watches in their communities.

More information can be found at [www.usaonwatch.org](http://www.usaonwatch.org).

***The North Carolina Commission of Volunteerism & Community Service Award honors the spirit of volunteerism by recognizing individuals, groups and businesses that make a significant contribution to their community through volunteer service.  
Visit [www.volunteernc.org/code/award.html](http://www.volunteernc.org/code/award.html) for more information.***

### ***National Law Enforcement Explorer Competition***

The Exploring Program is part of a greater initiative overseen by the Learning for Life (LFL) council, formerly a component of the National Boy Scouts. Exploring is a component of LFL's career education program for men and women ranging in ages 14 to 21. Exploring instills discipline, confidence, and team building skills in each young person. Youth compete in local, regional, and national conferences where they have an opportunity to interact with local and federal law enforcement agencies. The National Law Enforcement Exploring Conference takes place every other year and is an opportunity for explorers to compete in a variety of competitions. Team competitions at the conference include arrest and search, bomb threat response, and hostage negotiation. There are individual competitions such as bike policing and a police physical performance test. Awards are given on an individual and team basis. For more information, visit [www.learningforlife.org/exploring/lawenforcement/index.html](http://www.learningforlife.org/exploring/lawenforcement/index.html).

## **National Volunteer Recognition Programs**

### ***President's Volunteer Service Award***

In 2003, President George W. Bush created the President's Council on Service and Civic Participation. The mission of the council is to recognize and encourage outstanding volunteer service and civic participation by individuals and organizations. The awards, modeled after the President's Physical Fitness Awards, are given on an annual basis. This award program provides an excellent and inexpensive opportunity for your volunteers – and your agency – to be recognized.

If you have volunteers who are 15 or older and have completed 100 hours of volunteer service in the previous 12 months, they are entitled to receive the President's Volunteer Service Award. There is an award for youth 14 and under as well. To date, more than 80,000 volunteers have received the award. If you have volunteers who have completed more than 4,000 hours of volunteer service in their lifetimes, they are entitled to receive:

- A personalized certificate of achievement
- An official President's Volunteer Service Award pin
- A note of congratulations from the President of the United States, and
- A letter from the President's Council on Service and Civic Participation.

For more information, visit [www.presidentialserviceawards.gov/](http://www.presidentialserviceawards.gov/).

### ***Daily Points of Light Award***

The Daily Points of Light Awards program is cosponsored by the Points of Light Institute, the Corporation for National and Community Service, and the Knights of Columbus, with funding provided by the Knights of Columbus. Each weekday, one volunteer or volunteer effort receives the Daily Point of Light Award. For application criteria, visit [www.pointsoflight.org/awards/dpol/nominate.cfm](http://www.pointsoflight.org/awards/dpol/nominate.cfm).

## **National Volunteer Week**

National Volunteer Week was established through executive order by President Nixon in 1974. Every President since then has signed a proclamation recognizing National Volunteer Week as an annual celebration of volunteerism. Many states, localities, and agencies schedule recognition events to coincide with National Volunteer Week.

Future National Volunteer Week dates are:

- April 18 – April 24, 2010
- April 17 – April 23, 2011

For information on National Volunteer Week, including free downloadable resources, visit the Points of Light Foundation Web site at [www.pointsoflight.org/programs/seasons/nvw](http://www.pointsoflight.org/programs/seasons/nvw).

***Assessment***

# Section 8: Assessment

## KEY POINTS

- Assessing your volunteer program can help you make budget and resource distribution decisions.
- Measuring the value of volunteer time can be done by using the same rate of pay as the person who would be doing the same job, or by using the national average hourly value of volunteer time.
- Because of the sensitive nature of the job that volunteers perform in a law enforcement agency, evaluating a volunteer on a biannual or annual basis is important.

## Volunteer Program Assessment

Assessing the costs and benefits of your volunteer program can assist you and other decision makers in making budget and resource distribution decisions. It is important to document the resources required to manage, implement, and maintain your volunteer program. As discussed earlier, a volunteer program is not a free endeavor. The return on investment, however, can be substantial. Information and data supporting the value of the program can be vital to its maintenance and growth.

Collecting data before the implementation of the program (“baseline” data) can assist in measuring the growth and impact of your program. You will likely collect both quantitative (e.g., numbers) and qualitative (e.g., anecdotal) data. Examining the same type of data on an annual basis can be helpful in determining if the goals of the volunteer program are being met.

Commonly collected information may include:

- The number of individuals volunteering
- How many hours each volunteer contributes on a monthly basis
- The types of activities volunteers are engaged in
- When applicable, the number of activities completed (e.g., how many home safety checks were conducted, how many children were fingerprinted)

Assessing your program on a regular basis can help identify functions that no longer require the same amount of volunteer support and newly identified agency needs that can be met with the support of volunteers.

### ***Calculating the Dollar Value of Volunteer Contributions***

There are several ways to measure the value of volunteers’ contributions. If your agency has volunteers serving in numerous roles, you may choose to use the national average hourly value of volunteer time. This value is set by the Independent Sector, a coalition of approximately 600 charities. The hourly value of volunteer time is based on the average hourly wage for all non-management, nonagricultural workers as determined by the Bureau of Labor Statistics, with a 12 percent increase to estimate for fringe benefits. The current 2008 value is \$20.25 per hour. Using this calculation, if volunteers contributed 6,300 hours to your agency in a 12-month period, the value of their contributions is \$127,575. A complete list of the different rates by state is available at [www.policevolunteers.org](http://www.policevolunteers.org), listed under the references section of the resource page.

You may choose to calculate the hourly rate of pay for the individual who would serve the function if not performed by a volunteer. For example, if a volunteer is conducting home security checks for vacationing residents, rather than an officer making \$20.00 per hour, the value of that volunteer's time should be calculated as \$20.00 per hour.

Although this dollar amount may be helpful when making budgetary and programmatic decisions, the value of an increased presence in the community and the positive public relations generated by volunteers are not included. While difficult to measure, anecdotal information and feedback from the community are also important considerations. If you use volunteers to staff a community policing station that would otherwise be closed, it may be helpful to track the number of visitors to the station during its operating hours.

In addition to making and justifying internal funding decisions, the information collected should be used to identify the strengths and weaknesses of the program, determine program growth areas, and seek additional program support from the public and outside entities such as community foundations.

## Assessment of Individual Volunteers

Due to the sensitive nature of volunteering for a law enforcement agency, volunteers should be routinely assessed. Depending on the size and scope of the program, this assessment may be completed by the volunteer coordinator and/or the volunteer's supervisor. Many agencies choose to formally evaluate volunteers on an annual or biannual basis.

This evaluation can be a valuable tool to:

- Select a volunteer for formal recognition
- Identify and prevent a potential problem
- Determine what training would be helpful to the volunteer in performing his or her role
- Determine whether the volunteer can and would like to take on a new or additional role
- Obtain feedback and suggestions about the structure and management of the volunteer program

Talking to volunteers can also be valuable in obtaining feedback about what is working and not working within the program. Examples of evaluation forms can be found in the VIPS resource library at [www.policivolunteers.org](http://www.policivolunteers.org).

*The current hourly value (2008) of a volunteer was increased to \$20.25 from to \$18.04 in 2005.*

## ***Organizations and Resources***

# Section 9: Organizations and Resources

This section contains information about the organizations, programs, and documents referenced in this guide.

## Organizations and Programs

### ***U.S. Department of Justice Office of Justice Programs***

810 Seventh Street, NW  
Washington, DC 20531  
(P) (202) 307-5933  
askojp@ojp.usdoj.gov  
www.ojp.gov

Since 1984, the Office of Justice Programs (OJP) has provided federal leadership in developing the nation's capacity to prevent and control crime, improve the criminal and juvenile justice systems, increase knowledge about crime and related issues and assist crime victims. OJP is comprised of five bureaus: the Bureau of Justice Assistance, the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime.

OJP also includes the Community Capacity Development Office, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking.

Many of the program bureaus and offices award formula grants to state agencies, which in turn subgrant funds to units of state and local governments. Discretionary grant funds are announced through program solicitations that can be found through Bureau and OJP Bureau Web sites or Grants.gov.

### ***U.S. Department of Justice Bureau of Justice Assistance***

810 Seventh Street, NW  
Washington, DC 20531  
(P) (866) 859-2687  
AskBJA@ojp.usdoj.gov  
www.ojp.usdoj.gov/bja

The Bureau of Justice Assistance (BJA) supports law enforcement, courts, corrections, treatment, victim services, technology, and prevention initiatives that strengthen the nation's criminal justice system. BJA provides leadership, services, and funding to America's communities by:

- Emphasizing local control
- Building relationships in the field
- Providing training and technical assistance in support of efforts to prevent crime, drug abuse, and violence at a national, state, and local level



- Developing collaborations and partnerships
- Promoting capacity building through planning
- Streamlining the administration of grants
- Increasing training and technical assistance
- Creating accountability of projects
- Encouraging innovation
- Communicating the value of justice efforts to decision makers at every level

***U.S. Department of Justice  
Office of Community Oriented Policing Services***

1100 Vermont Avenue, NW  
Washington, DC 20530  
(P) (800) 421-6770  
ask.dojrc@usdoj.gov  
www.cops.usdoj.gov

The Office of Community Oriented Policing Services (COPS Office) was created pursuant to the Violent Crime Control and Law Enforcement Act of 1994. As a component of the Justice Department, the mission of the COPS Office is to advance community policing in jurisdictions of all sizes around the country. COPS provides grants to tribal, state, and local law enforcement agencies to hire and train community policing professionals, acquire and deploy cutting-edge crime-fighting technologies, and develop and test innovative policing strategies. COPS-funded training helps advance community policing at all levels of law enforcement – from line officers to law enforcement executives – as well as others in the criminal justice field.

***International Association of Chiefs of Police***

515 North Washington Street  
Alexandria, VA 22314  
(P) (800) THE-IACP  
information@theiacp.org  
www.theiacp.org

The International Association of Chiefs of Police (IACP) is the world’s oldest and largest nonprofit membership organization of police executives, with more than 20,000 members in more than 100 different countries. IACP’s leadership consists of the operating chief executives of international, federal, state, and local agencies of all sizes.

Founded in 1893, the association’s goals, as stated in the constitution, are to advance the science and art of police services; to develop and disseminate improved administrative, technical and operational practices and promote their use in police work; to foster police cooperation and the exchange of information and experience among police administrators throughout the world; to bring about recruitment and training of qualified persons in the police profession; and to encourage adherence of all police officers to high professional standards of performance and conduct.

IACP supports law enforcement professionals with a wide variety of services. It conducts management and operational studies; presents state-of-the-art training programs and materials; establishes law enforcement policies and procedures; publishes a professional monthly magazine and special reports; and conducts extensive law enforcement research.

### ***Citizen Corps***

Department of Homeland Security  
Federal Emergency Management Agency Community Preparedness Division  
800 K Street, NW  
Suite 640  
Washington, DC 20472  
citizencorps@dhs.gov  
www.citizencorps.gov

The mission of Citizen Corps is to harness the power of every individual through education, training, and volunteer service to make communities safer, stronger, and better prepared to respond to the threats of terrorism, crime, public health issues, and disasters of all kinds. Citizen Corps councils help drive local citizen participation by coordinating local Citizen Corps programs, developing community action plans, assessing possible threats, and identifying local resources. There are five Citizen Corps partner programs: Volunteers in Police Service, Neighborhood Watch, the Community Emergency Response Team Program, the Medical Reserve Corps Program, and Fire Corps. The Citizen Corps Affiliate Program partners with programs and organizations that offer resources for public education, outreach, and training; represent volunteers interested in helping to make their communities safer; and offer volunteer service opportunities to support first responders, disaster relief activities, and community safety efforts. Citizen Corps is coordinated nationally by the Department of Homeland Security's Federal Emergency Management Agency.

### ***USAonWatch – Neighborhood Watch***

National Sheriffs' Association  
1450 Duke Street  
Alexandria, VA 22314  
(P) (703) 836-7827  
info@usaonwatch.org  
www.USAonwatch.org IA

Under the Citizen Corps initiative, the U.S. Department of Justice, Bureau of Justice Assistance is working with the National Sheriffs' Association (NSA) to expand and enhance the National Neighborhood Watch Program. Neighborhood Watch is a highly successful crime prevention effort that NSA has sponsored for 30 years. This expanded Neighborhood Watch Program incorporates terrorism prevention and education into its existing crime prevention mission. The USAonWatch Web site provides information on how to start a watch and provides resource information and success stories on Neighborhood Watch.

### ***Community Emergency Response Team***

Citizen Corps  
Department of Homeland Security  
Federal Emergency Management Agency Community Preparedness Division  
800 K Street, NW  
Washington, DC 20472  
CERT@dhs.gov  
www.citizencorps.gov/cert

The Community Emergency Response Team (CERT) program helps train people to be better prepared to respond to emergency situations in their communities. When emergencies occur, CERT members can give critical support to first responders, provide immediate assistance to victims, and organize spontaneous volunteers at a disaster site. CERT members can also help with non-emergency projects that improve the safety of the community.

The CERT course is taught by a trained team of first responders who have completed a CERT train-the-trainer course conducted by their state training office for emergency management, or the Federal Emergency Management Agency's Emergency Management Institute. CERT training includes disaster preparedness, disaster fire suppression, basic disaster medical operations and light search and rescue operations.

***Office of the Civilian Volunteer  
Medical Reserve Corps***

U.S. Department of Health and Human Services  
5600 Fishers Lane  
Rockville, MD 20857  
(P) (301) 443-4000  
MRCcontact@osophs.dhhs.gov  
www.medicalreservecorps.gov

The Medical Reserve Corps (MRC) is administered by the Office of the U.S. Surgeon General in the U.S. Department of Health and Human Services. It coordinates the skills of practicing and retired physicians, nurses, and other health professionals as well as other citizens interested in health issues, who are eager to volunteer to address their community's ongoing public health needs and help their communities during large-scale emergency situations.

MRC volunteers may deliver necessary public health services during a crisis, assist emergency response teams with patients and provide care directly to those with less serious injuries and other health-related issues. MRC volunteers may also assist their communities with ongoing public health needs (e.g., immunizations, screenings, health and nutrition education, and volunteering in community health centers and local hospitals).

***Fire Corps***

7852 Walker Drive  
Suite 450  
Greenbelt, MD 20770  
(P) (888) 324-6361  
info@firecorps.org  
www.firecorps.org

The mission of Fire Corps is to enhance the ability of fire departments to utilize citizen advocates and provide individuals with opportunities to support their local fire departments with their time and talent. Fire Corps is a partnership between the International Association of Fire Chiefs' Volunteer Combination Officers Section, the International Association of Fire Fighters, and the National Volunteer Fire Council.

The program's ultimate goal is to support and supplement resource-constrained fire departments. This is accomplished through the use of civilian advocates for non-operational related activities. The program educates fire departments on how to implement a non-operational citizen advocates program, or improve existing programs. Fire service input to the program is provided through the Fire Corps National Advisory Committee that gives strategic direction and important feedback from the field to Fire Corps.

### ***United We Serve***

1201 New York Avenue NW  
Washington, DC 20500  
(P) (202) 602-5000  
info@cns.gov  
www.serve.gov

In a partnership with the Corporation for National and Community Service, United We Serve is a nationwide initiative, to create a sustained, collaborative, and focused effort to meet community needs and make service a way of life for all Americans. The online home of United We Service is Serve.gov, which helps individuals find service opportunities matching their interests in their towns, around the country, and around the world. Serve.gov supports the service infrastructure by bringing together the resources of the federal government with those of the nonprofit business, educational, media, and faith based sectors among others. Serve.gov is also working to strengthen federal service programs within the Corporation for National and Community Service.

### ***Corporation for National and Community Service***

1201 New York Avenue, NW  
Washington, DC 20525  
(P) (202) 606-5000  
info@cns.gov  
www.nationalservice.gov

The Corporation for National and Community Service is a public-private partnership created by Congress in 1993, which oversees three national service initiatives.

AmeriCorps is a national service network of hundreds of nonprofits and programs that engage thousands of Americans in full-time and sustained part-time community service. It provides education awards in return for such service.

Learn and Serve America supports and promotes service learning in schools, universities and communities, providing models and assistance to help teachers and community leaders integrate service and learning from kindergarten through college.

The National Senior Service Corps is a network of people age 55 and older who participate in the Foster Grandparent Program, the Senior Companion Program, or the Retired and Senior Volunteer Program.

### ***Commission on Accreditation for Law Enforcement Agencies, Inc.***

10302 Eaton Place  
Suite 100  
Fairfax, VA 22030  
(P) (800) 368-3757  
calea@calea.org  
www.calea.org

The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) was established in 1979 as an independent accrediting authority. CALEA was created by four major law enforcement associations: the International Association of Chiefs of Police, the National Sheriffs' Association, the National Organization of Black Law Enforcement Executives, and the Police Executive Research Forum. CALEA's voluntary accreditation program helps improve the delivery of law enforcement services by offering a body of standards covering a wide range of topics.

### ***Law Enforcement Explorers***

1325 West Walnut Hill Lane  
P.O. Box 152079  
Irving, TX 75015  
(P) (972) 580-2433  
[www.learning-for-life.org/exploring/lawenforcement/index.html](http://www.learning-for-life.org/exploring/lawenforcement/index.html)

Law Enforcement Exploring is a worksite-based program for young men and women who have completed the eighth grade and are 14 to 21. Law Enforcement Explorer posts help youth gain insight into a variety of programs that offer hands-on career activities. For young men and women interested in law enforcement, Exploring offers experiential learning activities that promote the growth and development of adolescent youth.

### ***Points of Light Institute***

1875 K Street, NW  
5th Floor  
Washington, DC 20006  
(P) (800) 750-7653  
info@pointsoflight.org  
www.pointsoflight.org

The Points of Light Institute, founded in 1990 by President George H.W. Bush, is a national, nonpartisan, nonprofit organization that promotes volunteerism. The organization is comprised of three branches, HandsOn Network, MissionFish, and Civic Incubator. All three unites share a unified mission and encourage people from all walks of life – businesses, nonprofits, faith-based organizations, low-income communities, families, youth, and older adults – to volunteer. The institute advocates community service through a partnership with the Volunteer Center National Network. Together, they reach millions of people in thousands of communities to help mobilize people and resources, delivering solutions to community problems.

## Other Resources of Interest

### ***Best Practices for Developing a Volunteer Program***

State of Maryland, Governor's Office on Service and Volunteerism  
300 West Preston Street  
Suite 608  
Baltimore, MD 21201  
(P) (800) 321-VOLS  
[www.gosv.state.md.us](http://www.gosv.state.md.us)

### ***Measuring Volunteering: A Practical Toolkit Independent Sector***

1200 Eighteenth Street, NW  
Suite 200  
Washington, DC 20036  
(P) (202) 467-6100  
[info@IndependentSector.org](mailto:info@IndependentSector.org)  
[www.IndependentSector.org](http://www.IndependentSector.org)

### ***United Nations Volunteers***

Postfach 260 111  
Bonn, Germany  
(P) +49 228 815 2000  
[www.unv.org](http://www.unv.org)

### ***Developing and Managing Volunteers***

Independent Study Course IS-244  
Federal Emergency Management Agency  
Emergency Management Institute  
16825 South Seton Avenue  
Emmitsburg, MD 21727  
(P) (301) 447-1000  
[www.training.fema.gov/emiweb/PDS](http://www.training.fema.gov/emiweb/PDS)

### ***State Liability Laws for Charitable Organizations and Volunteers***

Nonprofit Risk Management Center  
1001 Connecticut Avenue, NW  
Suite 410  
Washington, DC 20036  
(P) (202) 785-3891  
[www.nonprofitrisk.org](http://www.nonprofitrisk.org)

***Canadian Code for Volunteer Involvement***

Volunteer Canada  
330 Gilmour Street  
Second Floor Ottawa, ON, K2P 0P6  
(P) (800) 670-0401  
info@volunteer.ca  
www.volunteer.ca/volunteercanada

***Tax Exempt Status for Your Organization***

Internal Revenue Service  
Department of the Treasury  
www.irs.gov/pub/irs-pdf/p557.pdf

***Guidelines for Establishing a Chaplaincy Program***

National Sheriffs' Association  
1450 Duke Street  
Alexandria, VA 22314  
(P) (703) 836-7827  
nsamail@sheriffs.org  
www.sheriffs.org/Chaplains/guidelines\_for\_chaplains.htm22314



## Reading List

- Bradner, Jeanne H. *Leading Volunteers for Results: Building Communities Today*. Conversation Press, Inc., 1999.
- Buckingham, Marcus and Coffman, Curt. *First, Break all the Rules: What the World's Greatest Managers Do Differently*. Simon and Schuster. 2006.
- Connors, Tracey Daniel Editor. *The Volunteer Management Handbook*. Wiley, John & Sons, Inc., 1999.
- Covey, Stephen. *7 Habits of Highly Effective People*. The Free Press. 2004.
- Covey, Stephen. *The 8th Habit*. The Free Press. 2004.
- Crank, John P. *Understanding Police Culture*. LexisNexis Mathew Bender. 2003.
- Ellis, Susan J. *The Volunteer Recruitment (and Membership Development) Book*. Energize, Inc. 2004
- Goleman, Daniel. *Primal Leadership*. Harvard Business School Publishing. 2002.
- Graff, Linda L. *Beyond Police Checks: The Definitive Volunteer & Employee Screening Handbook*. 1999.
- Johnson, Spencer. *Who Moved My Cheese?* Penguin Group. 1998.
- Lee, Jarene Frances with Catagnus, Julia M. *What We Learned (the Hard Way) About Supervising Volunteers: An Action Guide for Making Your Job Easier*. Energize Books, 1998.
- Maxwell, John C. *The 21 Indispensable Qualities of a Leader: Becoming the Person People Want to Follow*. Thomas Nelson. 1999.
- McCurley, Steve and Rick Lynch. *Volunteer Management: Mobilizing all the Resources of the Community*. Heritage Arts Publishing, 1997.
- Porter, Peter G. *Volunteers: The Volunteer Experience with the Retired Senior Volunteer Program (RSVP)*. CreateSpace. 2009.
- Posner, Barry C. and Kouzes, James M. *The Leadership Challenge, the 4th Edition*. Joseey-Bass. 2008.
- Shinseki, Eric K. and Cavanagh, Richard. *Be Know Do: Leadership the Army Way*. Wiley John & Sons, Inc. 2004.
- Smith, Hyrum. *What Matters Most*. Simon & Schuster Adult Publishing Company. 2003.
- Stallings, Betty. *Training Busy Staff to Succeed with Volunteers: Building Commitment and Competence in Staff/Volunteer Teams*. Points of Light Foundation, 1996.
- Successful Strategies for Recruiting, Training And Utilizing Volunteers: A Guide for Faith- and Community-Based Service Providers*. Washington, DC: U.S. Department of Health and Human Services, 2005.
- Vineyard, Sue. *Beyond Banquets, Plaques & Pins: Creative Ways to Recognize Volunteers*. Points of Light Foundation, 1999.
- Vineyard, Sue. *Building Credibility and Clout for Yourself and Your Program*. Grapevine. March/April 2001.

***Profiles of Volunteer  
Programs***

## Part II: Profiles of Volunteer Programs

This section contains information about specific components of 18 separate law enforcement volunteer programs. In most cases, the agencies appearing in this guide offer multi-faceted programs. The highlighted programmatic information is only one component of their larger volunteer programs. For additional information, contact the person listed. You can find other examples of how volunteers are being utilized and read hundreds of other program descriptions on the VIPS Program Web site at [www.policevolunteers.org](http://www.policevolunteers.org).

### **Former IACP/ SAIC Outstanding Achievement in Law Enforcement Volunteer Program Award Winners**

Benicia Police Department – Benicia, CA  
Delray Beach Police Department – Delray Beach, FL  
Richardson Police Department – Richardson, TX  
Denver Police Department – Denver, CO  
Eugene Police Department – Eugene, OR  
Pasadena Police Department – Pasadena, CA

### **Other Featured Programs**

#### **California**

Long Beach Police Department  
Anaheim Police Department  
Los Angeles County Sheriff's Department

#### **Florida**

Clearwater Police Department  
Palm Beach Police Department

#### **Missouri**

Independence Police Department

#### **Montana**

Billings Police Department

#### **New York**

Rochester Police Department

#### **Ohio**

Westerville Police Department

#### **Pennsylvania**

York Police Department  
Abington Township Police Department

#### **Virginia**

Leesburg Police Department

## Former IACP/ SAIC Outstanding Achievement in Law Enforcement Volunteer Program Award Winners

### ***Benicia Police Department***

Population Served: 28,000

Sworn Employees: 36

Volunteers: 40

**Contact Person:** Officer Patti Baron, Volunteer Coordinator  
(707) 746-4268  
pbaron@ci.benicia.ca.us  
www.ci.benicia.ca.us/police

The Benicia Police Department volunteer program has been in existence for 13 years and includes patrol division, records, evidence, investigations, crime prevention, parking adjunction, chaplaincy, and the family resource center. They serve the Patrol Division by providing two-person patrol units to assist with issuing parking tickets; conducting vacation home checks; controlling traffic at accident scenes; transporting court documents and evidence; setting up barricades for special events, hazardous spills, and fires; assisting with DUI checkpoints; purging unneeded evidence and property from storage; and watching for crimes and suspicious activities. In addition, volunteers assist detectives in the Investigations Division by providing follow-up services on cold cases, participating in the juvenile diversion program, and conducting crime analysis surveys.

### ***Delray Beach Police Department***

Population Served: 65,000

Sworn Employees: 150

Volunteers: 360

**Contact Person:** Officer Andrew Arena  
(561) 243-7873  
arenaA@ci.delray-beach.fl.us  
www.mydelraybeach.com/Delray/Departments/Police

The leadership of the volunteer program is composed of volunteers and mirrors that of the Delray Beach Police Department command structure. The program is divided into two volunteer groups, each headed by a volunteer major. Delray Beach Police Department volunteers are assigned to one of two volunteer groups within the department: the Operations Group or the Support Group. Under these groups, volunteers serve in such units as the Citizens on Roving Patrols, the Volunteer Parking Enforcement Division, and the Volunteer Marine Patrol. In addition, they staff the Downtown Roving Patrol, the Mobile Traffic Monitoring Division, the Homefront Security Patrol, the Haitian-American Roving Patrol, the Volunteer Administration Division, the Volunteer Support Services division, and the Volunteer Training Division.

### ***Richardson Police Department***

Population Served: 99,800  
Sworn Employees: 146  
Volunteers: 426  
Contact Person: Sue Stevens, Volunteer Coordinator  
(972) 744-4842  
sue.stevens@cor.gov

Volunteers in the Richardson Police Department are engaged in a variety of creative and innovative endeavors that support more than 100 activities in all aspects of police operations and administration. The program provides services in five major categories: Communications, Support Services, Investigations, Special Operations, and Patrol Operations. In these categories, volunteers provide services that support a myriad of projects and activities, including racial profiling statistical compilation, red light camera projects, planning and fiscal support, bicycle theft investigation and recovery program, crime scene searches, citizen fingerprinting services, Help End Auto Theft Registration, pawnshop recovery detail, translation services, accident investigation support, maintaining security for crime scene integrity, traffic surveys, commercial motor vehicle inspections, equipment and Quartermaster duties, crime prevention support, and Field Operations support. In addition, under the volunteer umbrella, the department also has a Police Chaplain Corps, an Explorer post, numerous neighborhood crime watch patrols, and a reserve officer program.

### ***Denver Police Department***

Population Served: 546,000  
Sworn Employees: 1589  
Volunteers: 250 department-wide  
Contact Person: Mike Rappe, Volunteers in Policing Unit Coordinator  
(720) 913-6878  
Mike.Rappe@denvergov.org  
www.denvergov.org/policevolunteers

The Denver Volunteer Crime Scene Investigation Team (Volunteer CSI) is an all-volunteer group that has been trained to investigate car thefts and other property crimes that may not otherwise have been visited by officers. Volunteers are trained on how to appropriately collect fingerprints, take pictures, and gather other critical forensic evidence. Members of the Denver Volunteer CSI Team receive on-the-job instruction by Crime Scene Investigators on their respective duties. Participants must first pass a background investigation and a suitability interview and must volunteer for one year in an administrative volunteer unit prior to be interviewed for placement in the Volunteer Crime Scene Investigation Team. During their review process for the team they are also required to pass a polygraph test and receive final approval from the Director of the Crime Lab prior to admittance to the team.

### ***Eugene Police Department***

Population Served: 145,000  
Sworn Employees: 182  
Volunteers: 1; 86 department-wide  
Contact Person: Carrie Chouinard, Program Manager  
(541) 682-5355  
carrie.f.chouinard@ci.eugene.or.us  
www.eugene-or.gov/policevolunteers

The Volunteers in Policing Program was formalized in 1999 when a full-time volunteer coordinator was hired. By involving volunteers, EPD is able to provide additional services – services the public wants, but the department is unable to provide or unable to make a priority due to budget and staffing limitations. Examples include graffiti abatement, home vacation checks, enforcement of disabled parking violations and documenting serialized and valuable property for community members. Volunteers assist with administering the Crime Stoppers Program, purging property for the Property Control Unit, photographing events, and developing databases. Examples of volunteer efforts include transcribing tip line calls, retrieving videos of suspects from businesses for detectives, washing police cars, inventorying and stocking vehicle trunks and shuttling cars to mechanics, preparing certified copies of audio tape records for the 911 Center, and entering details concerning allegations of child abuse and neglect into a spreadsheet for the Violent Crimes Unit.

### ***Pasadena Police Department***

Population Served: 146,000  
Sworn Employees: 262  
Volunteers: 106  
Contact Person: Officer Kimberly Smith, Volunteer Coordinator  
(626) 744-7652  
ksmith@cityofpasadena.net  
www.cityofpasadena.net

The Pasadena Police Department volunteer services program has been in existence for more than 20 years. In 2006, the Pasadena Police Department received an award for their ID Theft Program from the International Association of Chiefs of Police (IACP). The innovative Community Response to Eradicate and Deter Identity Theft (C.R.E.D.I.T.) program is comprised of three volunteers assisting the Financial Crime Unit of the department. The volunteers actively assist with the Citizens Assisting Pasadena Police Program, Youth Accountability Board, Parade Watch, Safe Shopping Detail, Volunteer Translation Team, Chaplains Group, and Equestrian Unit. Volunteers assist with traffic control and parking at local events, participate in National Night Out, the Kids and Teen police academies, and the Citizens Police Academy, which all volunteers are required to complete prior to joining the department. At this time, the department is looking into a pawn shop recovery detail program where the bulk of the work performed would be by volunteers.

## Other Featured Programs

### California

#### ***Law Enforcement Exploring – Search and Rescue Program Long Beach Police Department***

Population Served: 480,000  
Sworn Employees: 1,000  
Volunteers: 50  
Contact Person: Officer Eric Matusak  
(562) 570-7285  
eric.matusak@longbeach.gov  
www.joinlbsr.com

Founded in 1962, the Long Beach explorer post 279 is modeled after the post at Costa Mesa, and assisted by the Long Beach Fire Department. As one of the oldest explorer programs in the Long Beach area, post 279 began as just a law enforcement post and expanded into the Search and Rescue program. To date they have a total of 80 volunteers, of which approximately 50 are young energetic explorers. Some of the search and rescue activities include traffic and crowd control, fire suppression, search patterns, helicopter operations, and emergency air lift. The explorers are also certified in fire suppression, CPR and First Aid, and emergency rescue and transfer.

#### ***RSVP Program Anaheim Police Department***

Population Served: 350,000  
Sworn Employees: 400  
Volunteers: 78  
Contact Person: Officer Veronica Emami, Volunteer Coordinator  
(714) 765-1918  
rsvp@anaheim.net  
VEmami@anaheim.net  
www.anaheim.net

The RSVP program has been active for a number of years in the Anaheim Police Department. Volunteers primarily patrol and provide extra eyes and ears for the department. The RSVP volunteers assist with vacation home checks, citizens on patrol, park patrol, and problem neighborhoods. They also assist with graffiti abatement and flashlight walks. The department focuses on using their volunteers for crime prevention. The volunteers also assist with directing traffic during major accidents, and providing support at local events. The RSVP program is modeled after the San Diego Police Department's program.

***Teen CERT Academy***  
***Los Angeles County Sheriff's Department***

Population Served: 10 million  
Sworn Employees: 14,500  
Volunteers: 350  
Contact Person: Deputy Wilson Lee  
(323) 526-5015  
wtlee@lasd.org  
www.lasd.org

Started in 2003, the Los Angeles County Sheriff's Department launched its first-ever Teen Community Emergency Response Team (CERT) Program. Los Angeles is also the birthplace of the original CERT Program. The program is offered as a component of the explorer academy and open only to those affiliated with the Young Marines Program, Fire and Police Explorers, junior ROTC, and young cadets. The academy is offered to youth ages 14 to 21.

The training the young people receive is the same as the adults, with the addition of learning CPR and First Aid. The eight module course includes light Search and Rescue, Medical Operations (parts 1 and 2), CERT organization, Disaster Psychology, Fire Safety, Terrorism Awareness, and the Final Exercise. Teen CERT volunteers assist with traffic control, incident command during emergencies or active response situations, and sand bagging during hurricane warnings, and work side by side with sworn personnel.

**Florida**  
***Park Patrol***  
***Clearwater Police Department***

Population Served: 110,000  
Sworn Employees: 142  
Volunteers: 80  
Contact Person: Carol Schmidt, Volunteer Coordinator  
(727) 562-4143  
carol.schmidt@myclearwater.com  
www.clearwaterpolice.org/volunteer/

The numerous activities that Clearwater Police Department (CPD) volunteers participate in include assisting with traffic accidents, conducting homeland security checks, patrolling the city's trail and parks, and assisting in the detective bureau with records, property, and pawn tickets. CPD maintains a roster of volunteer chaplains that help deliver death notices and provide assistance to CPD employees and volunteers. Volunteers are engaged in multiple activities, including the quick response team, which responds to major incidents such as plane crashes, homicides, missing person searches, and traffic deaths. These volunteers are on call 24 hours a day to provide perimeter support and assist first responders.



***Teen Police Academy  
Palm Beach Police Department***

Population Served: 10,500 full-time; 40,000 seasonal  
Sworn Employees: 80  
Volunteers: 200  
Contact Person: Janet Kinsella  
(561) 838-5467  
jkinsella@plambeachpolice.com  
www.palmbeachpolice.com

In 2000, the department decided to take a unique approach to youth volunteerism in law enforcement and initiated its first Teen Police Academy, which is modeled after the Citizen Police Academy. The Teen Police Academy is offered in two separate sessions over the summer, catering to 15 young people per session. The five-day curriculum includes hands-on activities such as SWAT exercises, water rescue, and bicycle safety. The youth then return to the department to volunteer or join the Explorer Post.

***Missouri  
Volunteer Program  
Independence Police Department***

Population Served: 113,000  
Sworn Employees: 205  
Volunteers: 60  
Contact Person: Officer Rob Romey  
(816) 325-7643  
rrome@indepmo.org  
www.ci.independence.mo.us/police/

Independence, MO, a bedroom community of Kansas City, Missouri, is geographically diverse with one end of the city being rural and the other end densely populated. The volunteer program is managed by an officer with the assistance of volunteers. Volunteers are organized into different categories of activities and each activity has a section leader. Volunteer activities include patrol, child identification, child seat installation, DWI checkpoints, and administration. Volunteers also perform vehicle dealership inspections. This assignment was turned over from state police to local agencies, and Independence has turned it over to volunteers. Volunteers look for things such as a permanent building and ample parking for both vehicles being sold and customer vehicles. Once they complete their check list it is turned in and the dealership receives its city occupancy license.

## **Montana**

### ***Crime Prevention Leadership Team***

#### ***Billings Police Department***

Population Served: 100,000  
Sworn Employees: 127  
Volunteers: 5; 86 department-wide  
Contact Person: Penni Reed, Volunteer Coordinator  
(406) 247-8590  
reedp@ci.billings.mt.us  
www.ci.billings.mt.us

The Billings Police Department's Crime Prevention Leadership Team consists of five volunteers who work under the direction of the department's crime prevention officer and the volunteer coordinator. The team meets weekly to discuss and coordinate issues regarding the Neighborhood Watch Program, the McGruff House Program, Child Identification, Operation Identification, ID Theft prevention, bicycle registration, and other crime prevention efforts within the city. The team reviews applications from potential program participants, makes educational presentations to members of the community, schedules and plans crime prevention events, and provides follow-up and support to the city's crime prevention programs.

## **New York**

### ***AmeriCorps***

#### ***Rochester Police Department***

Population Served: 215,000  
Sworn Employees: 676  
Volunteers: 4,500 department-wide  
Contact Person: Anne M. Powless  
(585) 428-7496  
powlessa@cityofrochester.gov  
www.cityofrochester.gov/police/

The Rochester AmeriCorps mission is to "mobilize AmeriCorps members, neighbors, and residents to improve the reality and perception of public safety in Rochester's highest need neighborhoods, with an emphasis on community-based initiatives involving children and youth." AmeriCorps guidelines may vary from state to state, but members must typically complete 1,700 hours of service in a year's time (September to August). They must attend a two-week training session before beginning their volunteer service.

The Rochester Police Department has used AmeriCorps members since 1996. In the program's inaugural year, the City of Rochester financed and committed 25 AmeriCorps slots specifically for the police department. At first the positions were mainly clerical but quickly led to positions in community- and youth-based activities.

## **Ohio**

### ***Citizens Police Academy***

#### ***Westerville Police Department***

Population Served: 34,000  
Sworn Employees: 74  
Volunteers: 105  
Contact Person: Officer Randall Bailey & Carrie Ryan, Crime Prevention Specialist  
(614) 901-6472  
Randall.Bailey@westerville.org  
www.westerville.org  
www.wpdalumni.org

The Citizen Police Academy of Westerville was established in 1999 to develop a cadre of dedicated and willing volunteers whose efforts would give department employees more time to address critical issues. The academy is overseen by the Westerville Police Department crime prevention officer and a civilian crime prevention specialist responsible for the volunteer program. Upon graduating from the citizen police academy, individuals can join the alumni association to take assignments that free officers to conduct official police work. Volunteers enter data, staff events, and call on warrants. Volunteers work as child car seat technicians, enter police reports, assist with in-service training for officers and the Delaware Tactical Unit, staff the police resource library, support the department's Terrorism Awareness and Prevention program, and help maintain the department's Web site among other activities.

## **Pennsylvania**

### ***Chaplain Corps***

#### ***York Police Department***

Population Served: 32,000  
Sworn Employees: 106  
Volunteers: 15  
Contact Person: Pastor Daniel White  
(717) 843-7284  
pastordanw@verizon.net  
www.yorkcity.org/section.php?name=Police

In August 1983, after nearly a year of research and planning, the first chaplain corps was formed. Chaplains are sworn in by the mayor as community servants. Each Chaplain takes two to four duty days a month. Between duties the Chaplains meet to debrief and support one another. Chaplains use a donated van to take them wherever they are dispatched. Chaplains perform various duties within the community including serving death notices, mediating in the community, ministering to officers and their families, and offering counseling in suicide prevention and domestic issues. Chaplains have also been credited for defusing tense situations involving ethnic communities and the police. The Chaplain Corps serves as an intermediary between the civilian community and police.

***Youth Aid Panel and Police Athletic League  
Abington Township Police Department***

Population Served: 57,000  
Sworn Employees: 91  
Volunteers: 301  
Contact Person: David Rondinilli, Community Service Supervisor  
(267) 536-1074  
drondinelli@abington.org  
www.abingtonpd.org

The Abington Police Department has implemented a Youth Aid Panel for first-time juvenile offenders convicted of minor crimes. There are a total of five panels with five volunteers each. The panel listens to case details with the presence of the parents and a juvenile officer, and the youth on the panel play a role in the outcome. This gives the adolescent a chance for community service, or a letter of restitution and assistance with paying any restoration fines.

The Abington Police Athletic Leagues (PAL) Program has been in existence for almost nine years. The activities and opportunities with the PAL program include an assortment of games, ranging from hockey to bowling, to basketball and golf. The department also has a 24-hour relay program consisting of 80 ten-person athletic events teams. In just one relay event alone, the volunteers contributed 1,528 hours. All funds raised were then gifted to the township through mini grants. Other activities in which the volunteers and youth provide logistical support include the annual Rock-A-Thon to raise money for child abuse prevention, Child ID program, D.A.R.E. Camp, and car shows.

**Virginia**  
***Junior Police Camp  
Leesburg Police Department***

Population Served: 36,269  
Sworn Employees: 76  
Volunteers: 30  
Contact Person: Officer John Pearson and Master Police Officer C.F. Tidmore, Crime Prevention Specialist  
(703) 771-4564  
ctidmore@leesburgva.gov  
www.leesburgva.gov/services/police

The junior police camp is run by the department's school resource officers and is for young people who have completed 5th grade but not yet entered 9th grade. The goal of the camp is to introduce these adolescents to law enforcement. The campers are broken into groups and attention is paid to building teamwork and avoiding cliques. Campers are required to be able to run for 20 minutes and do push-ups and sit-ups, as physical training is an integral part of the camp. Awards are given to campers based on their performance. The camp also provides a crash demo day where campers see a mock crash, police and fire department response, and a medi-vac demo by Aircare. The campers participate in a timed obstacle course using the physical training they have learned from the Gang Resistance Education and Training (G.R.E.A.T.) program. The G.R.E.A.T. Program is a school-based, law enforcement officer-instructed classroom curriculum.

